

**Washington State Patrol
Trooper Recruitment and Retention Study**

Project Workgroup: Study Update and Benchmarking Discussion

Agenda

September 2, 2015

10:00 AM – 11:00 AM

(Via Webinar)

I.	Welcome and Introductions – Alyson Cummings	(5 minutes)	10:00 AM
II.	Update on study progress to date – Russ Branson	(10 minutes)	10:05 AM
III.	Benchmarking – The PFM Team and Workgroup members	(30 minutes)	10:15 AM
	<ul style="list-style-type: none">• Agencies to benchmark<ul style="list-style-type: none">i. Localii. States• Benchmark data to collect		
IV.	Next Steps – Russ Branson	(10 minutes)	10:45 AM
	<ul style="list-style-type: none">• Surveys to Troopers, Cadets, separated staff• Continued analysis on data provided by WSP• Future Workgroup meetings		
V.	Questions & Closing	(5 minutes)	10:55 AM

AGENDA ITEM#3

WSP Recruitment and Retention Study

Proposed Local Law Enforcement Benchmarking Agencies

Police Departments	Population (2013)	Number of Sworn Officers (2013)
Washington State Patrol	6,896,071	1,053
Seattle	636,270	1,294
Spokane	209,876	280
Vancouver	165,613	187
Yakima	92,995	141
Kennewick	76,115	93
Tacoma	201,893	334
Sheriff's Departments		
King County	2,007,779	195
Snohomish County	733,797	266
Pierce County	811,730	297

Sources

Population: U.S. Census Bureau, American Community Survey, 2013 3-Year Est.

Size of Force: Federal Bureau of Investigation, Uniform Crime Report 2013

Proposed State Trooper Benchmarking Agencies

	Population (2013)	Number of Sworn Officers (2013)
Washington State Patrol	6,896,071	1,053
California Highway Patrol	38,000,360	7,236
New York State Police	19,576,660	4,604
Pennsylvania State Police	12,759,859	4,168
Michigan State Police	9,884,242	1,686
Ohio Highway Patrol	11,557,868	1,608
Arizona Highway Patrol	6,548,856	1,096
Colorado State Patrol	5,192,076	669
Oregon State Police	3,899,266	606
Minnesota State Patrol	5,382,376	537
Nevada Highway Patrol	2,754,148	445
Idaho State Police	1,597,222	260

Sources

Population: U.S. Census Bureau, American Community Survey, 2013 3-Year Est.

Size of Force: Federal Bureau of Investigation, Uniform Crime Report 2013

Note: Final benchmarking agencies will depend on the response received to PFM's request for benchmarking data.

AGENDA ITEM #3

WSP Benchmarking

Draft benchmarking information for local agencies and State Trooper agencies

Local Agencies

1. Size of force
 - a. Patrol vs. non-patrol
 - b. Breakdown by demographics
2. Services provided
 - a. Special assignments offered
 - b. Non-patrol aspects to overall mission
3. Recruitment/hiring process
 - a. Recent vacancy rates
 - b. Difficulties filling recent classes
 - c. Steps in hiring process; rate of passage
 - d. Number of lateral hires vs. new recruits
 - e. Recruitment practices (i.e., at military bases, other)
 - f. Testing process internal or contract—if contract who
4. Recent quit rates (last 5 years)
 - a. Retirement
 - b. Lateral to other LE
 - c. Disability
 - d. Other [break down categories more fully]
5. Compensation practices (as of July 1, 2015)
 - a. Comparison of total pay through career vs. WSP Trooper
 - b. Expected increases in compensation
 - i. In MOU
 - ii. Proposed or anticipated
 - c. General: base pay vs. specialty pays
 - d. Incentives for recruitment and retention
 - e. Cadet/entry pay
 - f. Health premium cost-sharing
 - g. Take-home cars
 - h. Any other offset- uniform allowance, retirement contribution, etc
6. Expected hiring over next 5 years
7. Department and recent hiring demographics

State Trooper Agencies

1. Size of force
 - a. Patrol vs. non-patrol
 - b. Breakdown by demographics
2. Services provided
 - a. Patrol vs. police
 - b. Special assignments offered
 - c. Non-patrol aspects to overall mission
3. Recruitment/Hiring Process
 - a. Recent (5-year) vacancy rates
 - b. Difficulties filling recent classes
 - c. Steps in hiring process; rate of passage at each step
 - d. Recruitment practices (i.e., at military bases, other)
 - e. Testing administration in-house or external (who)
 - f. Acceptance of laterals
 - i. Academy requirement?
 - ii. Academy/Training
4. Initial assignment
 - a. How determined?
 - b. When determined?
 - c. Is trooper input considered?
5. Agency-run academy or shared academy?
 - a. Style of academy: warrior (boot camp) vs. guardian (coaching)
 - b. Live-in or commuter
 - c. Timing from hiring to Academy to commissioned?
 - i. Anything like WSP cadet/arming process
6. Last 5-year quit rates
 - a. Retirement
 - b. Lateral to other LE
 - c. Disability
 - d. Settlement Agreement
 - e. Other work
 - f. Death
7. Current and projected compensation practices
 - a. General: base pay vs. specialty pays
 - b. Incentives for recruitment and retention
 - c. Cadet/entry pay
 - d. Health premium cost-sharing
 - e. Geographic pay differentials
 - f. Take-home cars

8. Transfer practices
 - a. Geographic
 - b. Other
9. Schedules
 - a. What are they?
 - b. Set across State, or vary by service area?
10. Pensions
 - a. Current tiers
 - b. Years or age to retirement
 - c. Same system as local law enforcement or separate system?
 - d. Employee contribution